

mented that there is no good, reliable O&S cost information for legacy systems, though information systems are getting a little bit better. With all the colors of money and all the pots of money, funding is too scattered to track the costs for a single system.

Westphalen seconded Barnett's comments from the contractor point of view. He said that the government-industry Integrated Product Team was a true partnership. The parties worked the statement of work together and ultimately there was an agreement between the tactical units, Raytheon, and the program manager. All three parties were essential to the arrangement's success.

Harrington stated that DCMA has become far more involved in the sustainment phase of contracts. The changes in the way the agency does business have resulted in far more contact with the logisticians, not just the program managers. He has stressed responsive-

ness to the agency's staff. "We need to go where the important work is for our customers—out in the field."

Kratz commended the ITAS program and described it as a very successful example of Performance Based Logistics (PBL). He said that successful examples like ITAS have been very influential in shaping DoD's approach to PBL. "In the initial PB support contracts," he commented, "we had lots of metrics, but have now concluded that fewer metrics are better. The emphasis should be on output."

Kratz seconded Barnett's view that PBL does not exacerbate "contractors on the battlefield" problems. He asserted that most contractors on the battlefield probably are not tied to weapon systems; instead, they're doing combat support or combat service support. Also, there are a good number of contingency sustainment personnel, hired by the operational forces to provide sustainment support.

"We are trying to help the Services carry out their stated policies and minimize contractors on the battlefield."

Conference Challenge

USD(AT&L) Edward C. "Pete" Aldridge Jr. concluded the conference. He thanked everyone for attending and emphasized to the audience how vital they were to the success of our fighting forces. "Your work as program managers has never been more important." He challenged those assembled to provide the troops the tools they need, in as short a time as possible. In closing, he said "you're doing a superb job."

Editor's Note: The full text of Secretary Aldridge's remarks begins on the following page. For information on past or future conferences, visit the PEO/SYSCOM Conference Web site at <http://www.acq.osd.mil/ar/peoindex.htm>.

DEFENSE ACQUISITION UNIVERSITY AND UNIVERSITY OF ALASKA ANCHORAGE SIGN MEMORANDUM OF UNDERSTANDING

The Defense Acquisition University (DAU) and the University of Alaska, Anchorage (UAA) signed a Memorandum of Understanding (MOU), during a ceremony held at the DAU West Region campus, San Diego, on Sept. 25, 2002. The MOU, which formalizes the DAU-UAA strategic partnership, calls for establishing cooperative training and educational programs in the areas of logistics and supply management. Signing the MOU from left: Kevin Carman, DAU West, Associate Dean; Andy Zaleski, Dean, DAU West; and Dr. Hayden Green, Dean, Graduate Business School, University of Alaska, Anchorage.

Photo courtesy University of Alaska

